Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, April 19, 2013 at the hour of 9:30 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

During the meeting, Board Chairman Carvalho noted that, pursuant to the authority granted to the Board Chair in the Board's Rules of Organization and Procedure, following the resignation of former Committee Chair Quin R. Golden, he has appointed Director Butler Chairman of the Human Resources Committee, and has reduced the Committee's membership to a total of three (3) Directors.

## I. Attendance/Call to Order

Chairman Butler called the meeting to order at 9:30 A.M.; at this time, a quorum was established. Chairman Butler recessed the meeting to the call of the Chair, in order for the Finance Committee to conclude their meeting. At approximately 10:00 A.M., Chairman Butler reconvened the Human Resources Committee meeting; at that time, the Committee began its consideration of the items presented.

Present: Chairman Hon. Jerry Butler and Directors Jorge Ramirez and Dorene P. Wiese, EdD (3)

Board Chairman David Carvalho (ex-officio)

Absent: None (0)

Additional attendees and/or presenters were

Randolph Johnston – System Associate General Counsel
Gladys Lopez – Chief of Human Resources
Tom Nowinski - Cook County Bureau of Human Resources
Ram Raju, MD, MBA, FACS, FACHE – Chief Executive Officer
Elizabeth Reidy – System General Counsel
Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Chief of Clinical Integration

## II. Public Speakers

Chairman Butler asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

## III. **Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an update on the following subjects: 2013 Fiscal Year Vacancies Filled; CCHHS Hiring Snapshot as of April 11, 2013; CCHHS Human Resources Vision; Future of CCHHS Human Resources; Next Steps; Building CCHHS Human Resources Infrastructure; CCHHS Human Resources Community Outreach; Working with Labor Partners; Cook County Bureau of Human Resources/CCHHS Human Resources Partnership; and Employment Plan Update. The Committee reviewed and discussed the information.

## III. **Report from Chief of Human Resources (continued)

Director Wiese inquired regarding the identity of some of the System's partners for recruitment and posting of positions. Ms. Lopez responded that currently, the System's positions are posted on Taleo. Additionally, the System has a contract with TMP Advertising; this vendor "scrapes" the system's positions so that they appear on several job search websites, including Indeed.com, SimplyHired.com and MedicalWorkers.com. She noted that she recently met with John Cookinham, System Chief Financial Officer, to discuss the subject of possible job search websites unique to finance-related positions that could be used when recruiting and posting positions for the Finance Department. She added that once the recruitment function is built, a list will be available of all the different sites on which System positions can be posted, particularly for critical hires. Director Wiese requested that a list of sites that are currently being utilized be provided[1]. Ms. Lopez indicated that she will provide this information.

Ms. Lopez provided an update on an initiative started at the request of former Committee Chair Quin Golden; this initiative involves an analysis of System contracts to determine which services currently being provided contractually can be brought in-house. She stated that progress on the analysis continues; the goal is to complete the analysis and begin working with the hiring managers in the affected areas to determine when the transition can take place and when posting of positions can begin, in order to bring services in-house.

Board Chairman Carvalho noted that one of the issues that this Committee has discussed in the past is that there have been some challenges experienced in filling some positions that are non-union, when the salary is outside of the range of the position as determined by a County entity related to position classification. Dr. Ram Raju, Chief Executive Officer, responded that staff from the County's Bureau of Human Resources has been very helpful to him when this type of situation arises – he has been successful in his efforts when this has happened, but it requires a phone call to discuss the situation each time it happens. Overall, as Chief Executive Officer of the System, his perspective is that he should be able to figure out who the right talent is and what the System pays them. It would be very helpful for the Chief Executive Officer to identify the candidate and also be able to set the salary, commensurate with the market, as long as it is in the budget.

Director Ramirez noted that authority was granted to the System Board, giving them the ability to make intra-fund transfers. Board Chairman Carvalho concurred, and stated that the Board is fine with Dr. Raju paying people what he needs to be paying them, and the Board has the authority to authorize Dr. Raju to transfer funds. He stated that apparently the hiccup is coming in the processing of the paperwork, which continues to be done by County staff. Rather than fixing the issue situationally, he asked if counsel can review the subject to determine what precisely needs to be changed to eliminate that hiccup. Elizabeth Reidy, System General Counsel, provided a brief overview of the authority granted to the System Board under the Enabling Ordinance, with regard to human resources. She indicated that she and her staff will review the subject and return with further information[2].

> Director Wiese, seconded by Director Ramirez, moved to accept the Report from the Chief of Human Resources. THE MOTION CARRIED UNANIMOUSLY.

## IV. Action Items

### A. Minutes of the Human Resources Committee Meeting of January 25, 2013

> Director Wiese, seconded by Director Ramirez, moved to accept the minutes of the meeting of the Human Resources Committee of January 25, 2013. THE MOTION CARRIED UNANIMOUSLY.

### B. Any items listed under Sections IV and V

## IV. Action Items (continued)

**C. Proposed Collective Bargaining Agreements** (Attachment #2)

**i. Fraternal Order of Police (FOP), Stroger Hospital Security Officers – Collective Bargaining Agreement**

**ii. Local 399, Operating Engineers – Prevailing Wage Rates**

Director Ramirez, seconded by Director Wiese, moved to approve the two (2) proposed Collective Bargaining Agreements. THE MOTION CARRIED UNANIMOUSLY.

## V. Closed Session Items

**A. Discussion of personnel matters**
**B. Update on labor negotiations**
**C. Discussion of litigation matters**
**D. **Report from Chief of Human Resources**

Director Ramirez, seconded by Director Wiese, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(**1**), which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(**2**), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(**11**), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting."

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Butler and Directors Ramirez and Wiese (3)

Nays: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into closed session.

Chairman Butler declared that the closed session was adjourned. The Committee reconvened into regular session.

## VI. Adjourn

As the agenda was exhausted, Chairman Butler declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXX
Hon. Jerry Butler, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

[1] Follow-up: list of the different websites on which System positions are posted to be provided to Director Wiese. Page 2.

[2] Follow-up: Office of the General Counsel to review the subject regarding issues relating to the processing of the paperwork to fill positions and set salaries for CCHHS staff /CEO authority. Page 2.

ATTACHMENT #1

# Human Resources Committee Meeting

## April 19, 2013

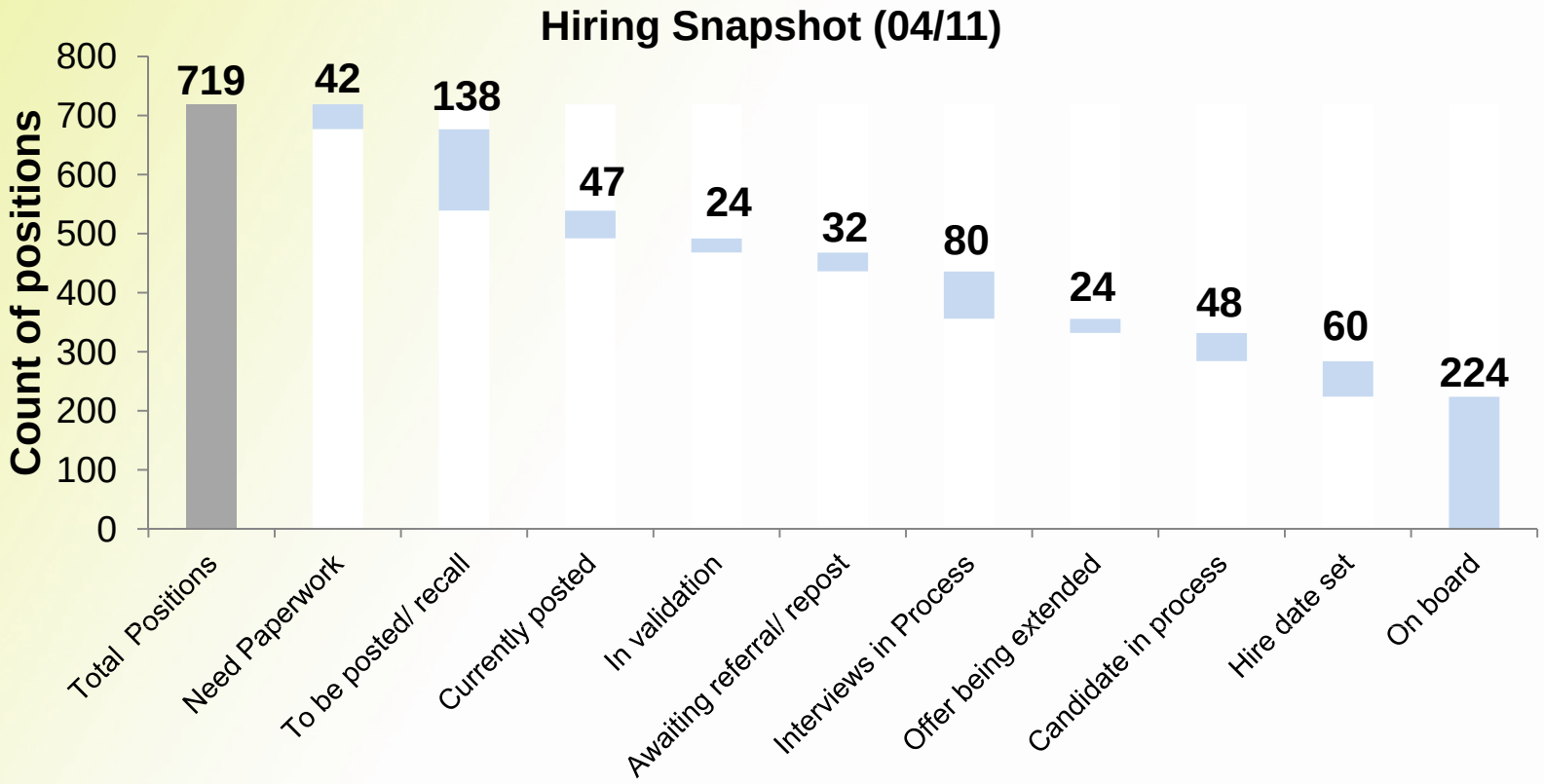
# 2013 Fiscal Year Vacancies Filled
## (breakdown by Hiring Initiative)

- A total of 223 vacancies filled through April 8, 2013
  - 62 Cermak
  - 36 Joint Commission
  - 24 Other (Includes 10 Direct Appointments)
  - 25 PJC
  - 76 Waiver

*SIDE NOTE:*

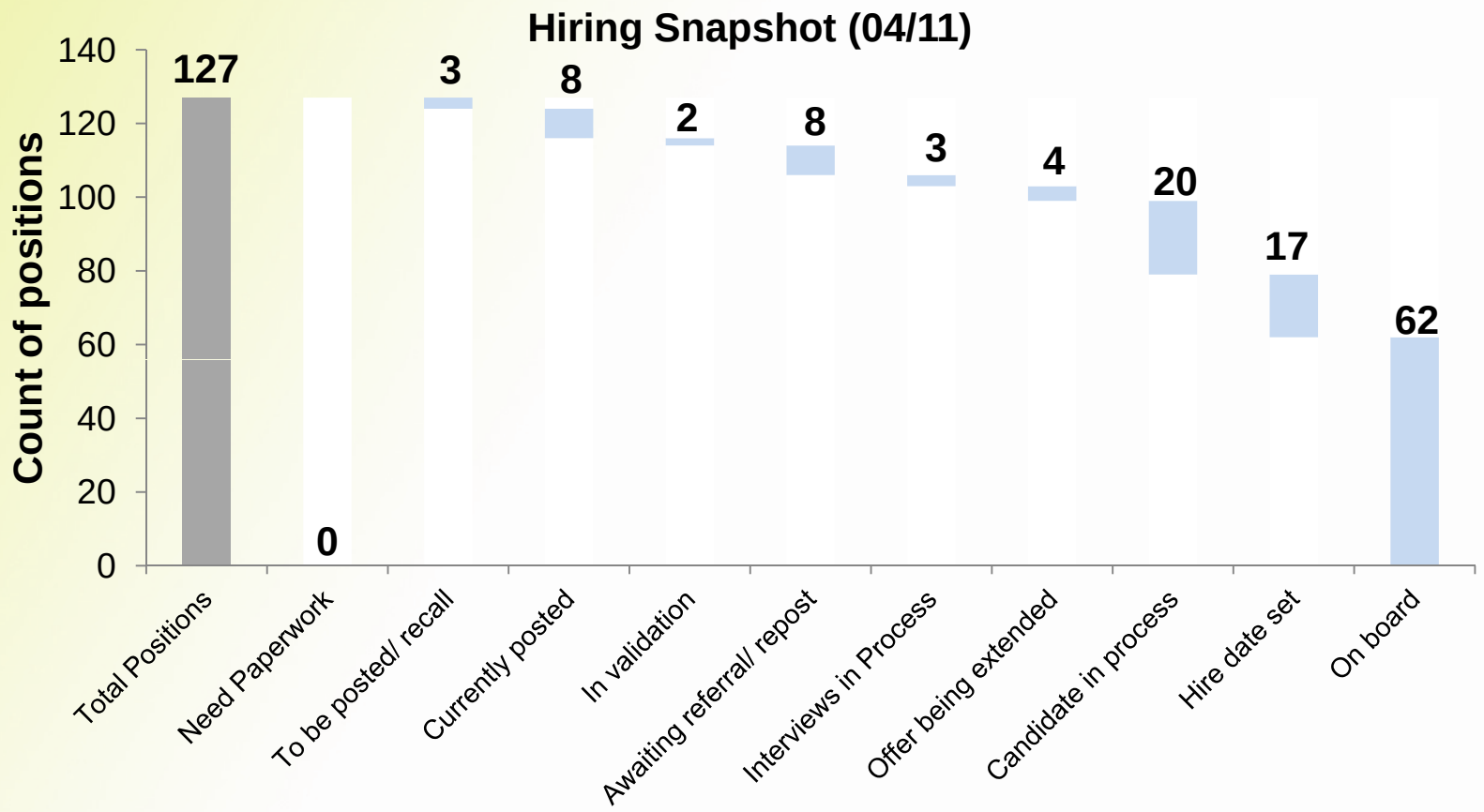
*We anticipate filling 30+ vacancies on Monday, April 22, 2013*

# Cook County Health & Hospitals Systems



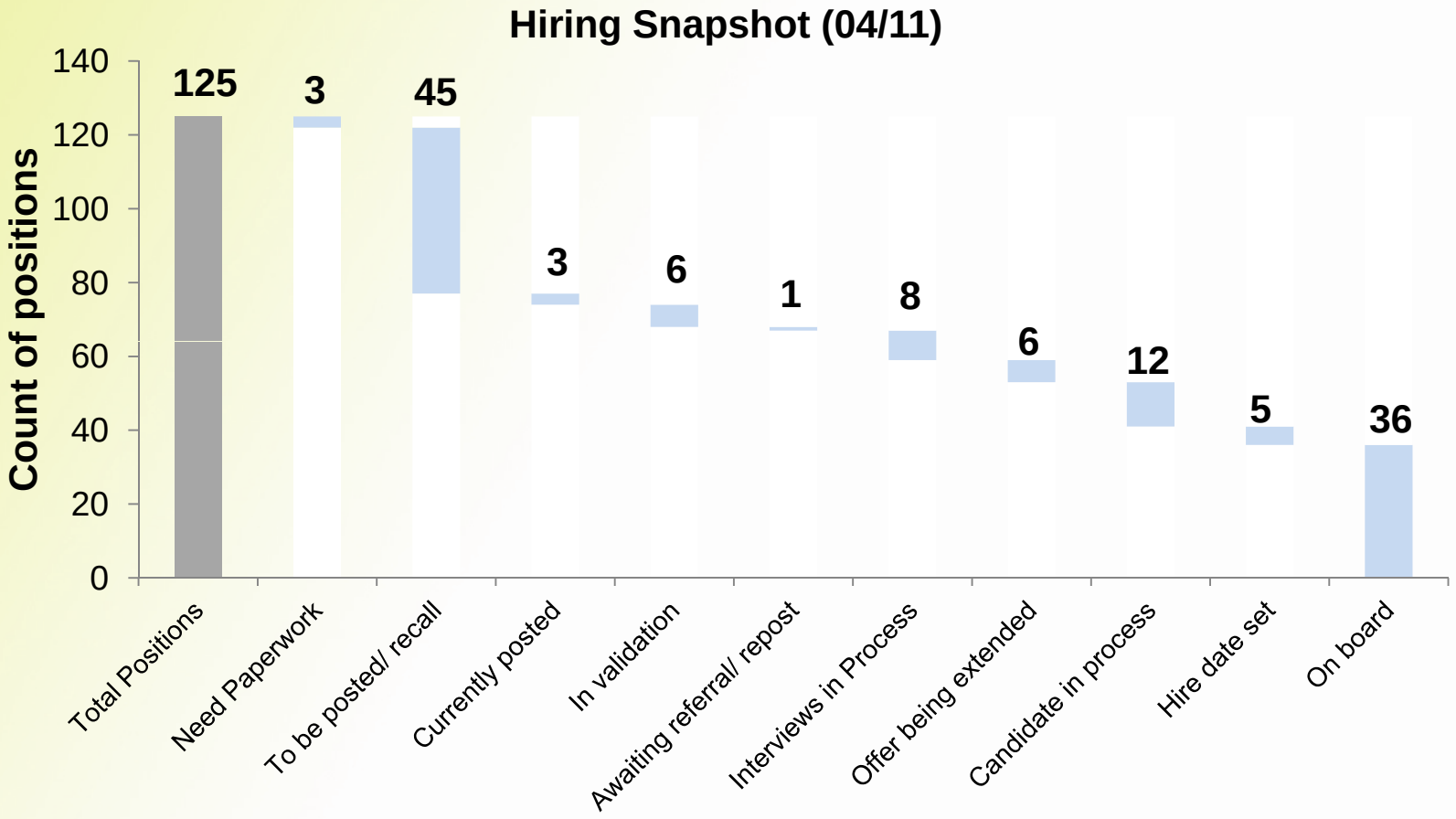

| Source | PIDs to Hire by July 1st | Paperwork Complete | Posted | Posting Closed | Validation Completed | Referred for Interviews | Interviews Completed | Candidate ID'd | Hire Date ID'd | Hired |
|---|---|---|---|---|---|---|---|---|---|---|
| Cermak | 127 | 127 | 124 | 116 | 114 | 106 | 103 | 99 | 79 | 62 |
| JC | 125 | 122 | 77 | 74 | 68 | 67 | 59 | 53 | 41 | 36 |
| Other | 72 | 72 | 68 | 60 | 54 | 52 | 45 | 42 | 39 | 24 |
| PJC | 199 | 185 | 103 | 84 | 74 | 54 | 36 | 32 | 26 | 25 |
| Waiver | 192 | 169 | 165 | 157 | 155 | 154 | 110 | 105 | 98 | 76 |
| No Source | 4 | 2 | 2 | 1 | 3 | 3 | 3 | 1 | 1 | 1 |
| **Grand Total** | **719** | **677** | **539** | **492** | **468** | **436** | **356** | **332** | **284** | **224** |

# Cermak



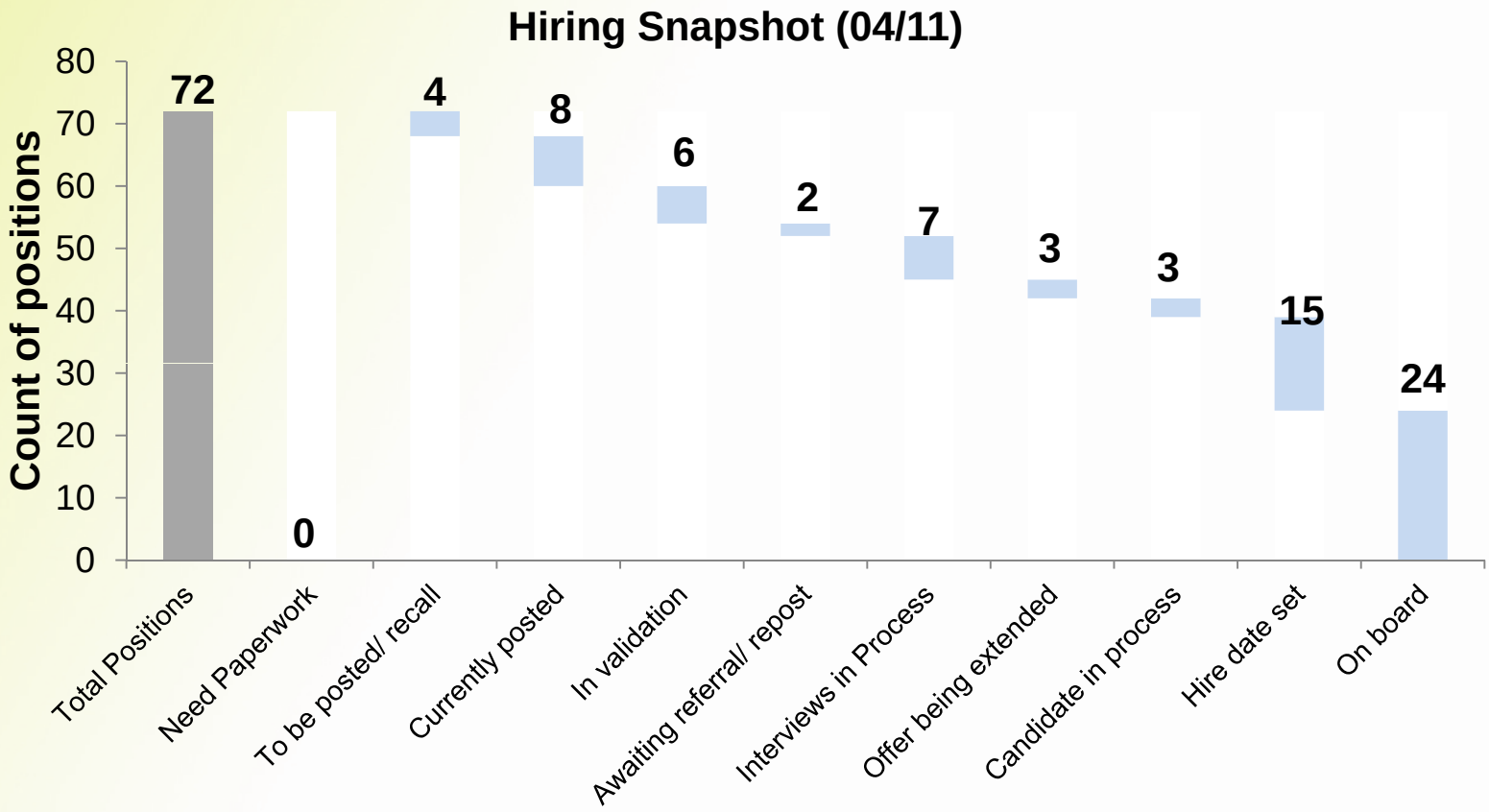

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|---|---|---|---|---|---|---|---|---|---|---|
| Cermak | 127 | 127 | 124 | 116 | 114 | 106 | 103 | 99 | 79 | 62 |

# JC



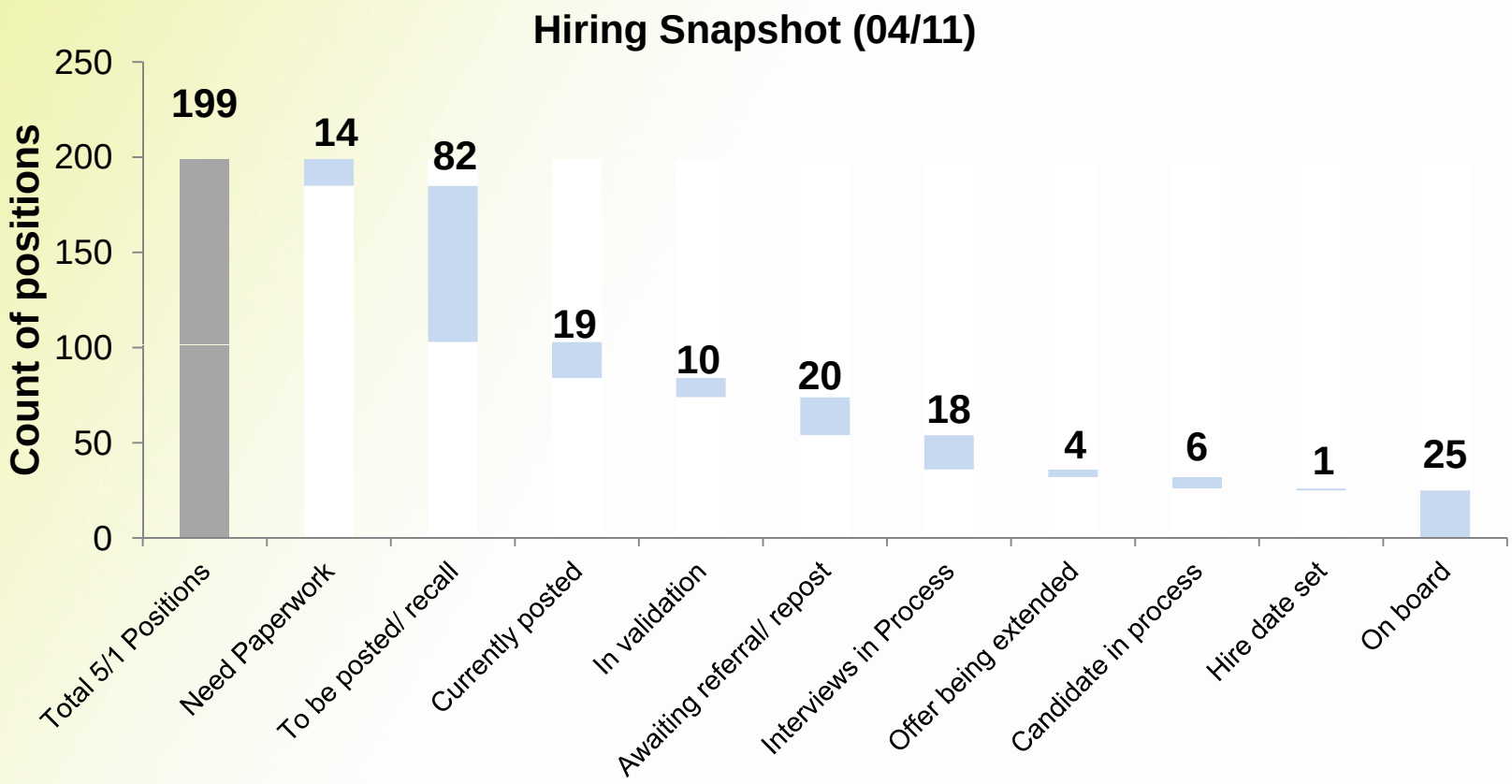

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|---|---|---|---|---|---|---|---|---|---|---|
| JC | 125 | 122 | 77 | 74 | 68 | 67 | 59 | 53 | 41 | 36 |

# Other



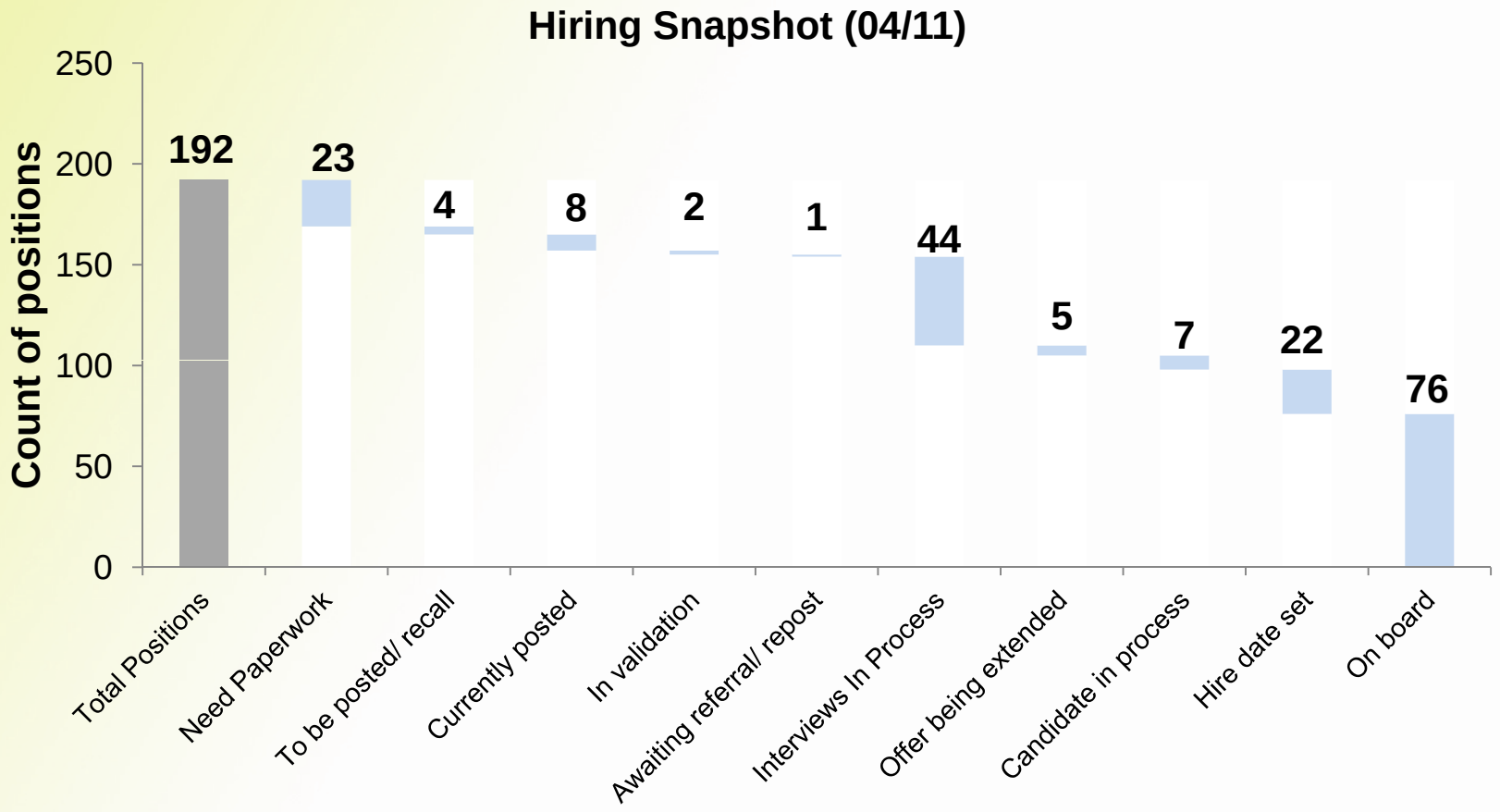

| Source | PIDs to Hire by July 1st | Paperwork Complete | Posted | Posting Closed | Validation Completed | Referred for Interviews | Interviews Completed | Candidate ID'd | Hire Date ID'd | Hired |
|---|---|---|---|---|---|---|---|---|---|---|
| Other | 72 | 72 | 68 | 60 | 54 | 52 | 45 | 42 | 39 | 24 |

# PJC




| Source | PIDs to Hire by July 1st | Paperwork Complete | Posted | Posting Closed | Validation Completed | Referred for Interviews | Interviews Completed | Candidate ID'd | Hire Date ID'd | Hired |
|---|---|---|---|---|---|---|---|---|---|---|
| PJC | 199 | 185 | 103 | 84 | 74 | 54 | 36 | 32 | 26 | 25 |

# Waiver




| Source | PIDs to Hire by July 1st | Paperwork Complete | Posted | Posting Closed | Validation Completed | Referred for Interviews | Interviews Completed | Candidate ID'd | Hire Date ID'd | Hired |
|---|---|---|---|---|---|---|---|---|---|---|
| Waiver | 192 | 169 | 165 | 157 | 155 | 154 | 110 | 105 | 98 | 76 |

# CCHHS HR
# Where Do We Go From Here

- Current Perceptions:
  - HR is isolated from management
  - HR's focus is often transactional as opposed to accomplishing broader organizational & departmental goals and objectives
  - HR is a hindrance or roadblock to managing

# CCHHS HR Vision

- Strategic Business Partner" (SBP) model
  - Understand the organization's business and business model; participate in the creation of the organization's strategic vision and strategic plan
  - Like Finance, HR's contributions should be qualified, tracked and measured
- "Strategic **Patient** Partner" (SPP) model
  - My vision for CCHHS HR is to utilize components of the SBP model under a "Strategic **Patient** Partner" (SPP) model.
  - Our "business" is patient care

# CCHHS HR Vision - SPP

- How will a department such as HR, with no direct patient care, contact or interaction, accomplish SPP?
  - Dr. Raju poses the following question to our clinical partners:

    "How are we improving patient care or the patient experience?"

    We can ask ourselves this same question and we realize our impact comes from every interaction we have with our employees.

# CCHHS HR Vision - SPP

- Every employee is an investment in the quality of care our patients receive – so we have to ask ourselves:
  - How can we help develop employees
  - How an we work with and support management to create promotional opportunities
  - How can we work with management to retain and engage employees

# The Future of CCHHS HR

- Strategically Focused:
  - From past-focused to future-focused – cannot always look to the past for answers
- Proactive:
  - From being an HR Team working in a hospital to being a hospital HR team partnering with management on improving patient care
- Collaborative
  - From a service provider serving internal customers to partnering with leaders. Examples:

    ~ Asked Kathi Braswell, Interim COO, Outpatient Services to participate on the Interview Panel for the HR Director, Outpatient Services

    ~ Asked Tanda Russell, Interim Executive Director of Nursing, to participate on the Interview Panel for the RN Recruiter

    ~ Asked Dr. Jeff Schaider, Chairman, Department of Emergency Medicine, to participate on the Interview panel for the MD Recruiter

# The Future of CCHHS HR

- Supportive / Customer Service focused towards employees:
  - From authoritative to consultative – work in partnership with management
  - Utilization of more innovation, creativity, problem-solving technique to find unique solutions
  - Working with Tony Rajkumar, Chief Business Officer, and his team to change the main entrance to HR
  - Expand HR's hours of operation beyond 8 am to 4 pm
- Metrics Driven
  - From focusing on and measuring activities to results-based accountability

# The Future of CCHHS HR and Next Steps

- Summary

  HR will support the organization in key ways:
  - Developing Leaders
  - Recruiting & Retaining Talent
  - Engagement & Retention of employees
  - Defining and Measuring Success

- A major focus over the past few months has been to build the HR infrastructure to support the organization, management and our employees so that we can improve patient care.

# Building CCHHS HR Infrastructure

- Build Talent / Recruiting / Operations
  - RN Recruiter – scheduled to start 05/20/13
  - MD Recruiter – interviews scheduled for the week of 04/22/13
  - 8 Recruiting & Selection Analysts – 6 scheduled to start 04/22/13; 2 scheduled to start on 05/06/13
  - 4 HR Assistants – 3 scheduled to start 04/22/13
  - 2 HR Specialists – 1 scheduled to start 05/06/13
  - Talent Acquisition Manager – started 04/08/13
  - Compensation Manager – scheduled to start 05/06/13
  - Class & Compensation Analyst – scheduled to start 05/20/13
  - Sr HR Coordinator – Stroger – started 02/25/13
  - Sr HR Coordinator – Cermak – scheduled to start 04/22/13
  - Sr HR Coordinator – Outpatient North – scheduled to start 04/22/13
  - Director, Human Resources – Outpatient Services – anticipate an offer will be extended the week of 04/22/13
  - Receptionist – Provident – scheduled to start 04/22/13
  - Receptionist – Oak Forest – scheduled to start 05/06/13

# Building CCHHS HR Infrastructure

- Build Talent / Recruiting / Operations
  - Director of Workforce Strategy & Talent Acquisition [working on]
  - 2 Talent Acquisition Job Content Analysts [working on]
- Build Learning & Development
  - Director, Learning & Development [working on]
  - Learning & Development Coordinator [working on]
- Build Labor
  - Senior Labor Counsel – offer extended
  - 1 -2 additional attorneys [will work on with the Senior Labor Counsel]
  - A team of 4 Labor Relations Analysts – position was validated; will schedule interviews after receipt of the Eligibility List
- Total (or board or an offer extended): 26
- Total In Progress: 10

# CCHHS HR Community Outreach

- Another critical role for HR is community outreach:

  We are contacting local high schools throughout Cook County to meet with students and speak with them about healthcare opportunities and a future in healthcare.

  The newly hired recruiters and other HR Leaders will expand on this initiative.

# Working with Our Labor Partners

- Workforce Development Committee

  Participated in meetings with our union partners: discuss and address concerns and work collaboratively on employment, engagement and training solutions

# CBHR / CCHHS HR Partnership

- County Bureau of Human Resources and the President's Office have been extremely supportive and I want to again acknowledge and thank:
  - Maureen O'Donnell, Terry Larkin, Barbara Pryor, Bill Frantz, Lisa Meador, Tom Nowinski – and everyone from CBHR for their continued assistance and support
  - From President Preckwinkle's office:
    David LeBreton for his efforts, support and behind the scenes magic in providing CCHHS HR with assistance and resources
  - GA Finch, Chief of Staff and Carlos Ponce, Deputy Chief of Staff for their support
  - Last but certainly not least, President Preckwinkle

# CBHR / CCHHS HR Partnership

- Over the next couple of weeks, CBHR and CCHHS HR will work on a transition plan as it relates to the Recruiting and Labor support CBHR has provided over the past year
- CCHHS HR and CBHR will certainly continue a collaborative working relationship
- As CCHHS HR is expanding, we look forward to the opportunity to assist and provide support to CBHR

# Employment Plan Update

- Sherrie Travis from the Shakman Compliance Administrator's Office has been invaluable in assisting CCHHS in drafting its Employment Plan.
- Last week we shared with Senior Leaders a critical component of the hiring process referred to as "Actively Recruited" to seek their input, ideas and suggestions
- Will incorporate comments received into the draft plan
- Next step in the near future will be to present the CCHHS Draft Plan to the Shakman Plaintiff's Counsel

- CCHHS Employment Plan Officer
  - Interviews are scheduled for the week of April 22nd

ATTACHMENT #2

Transmitting a Communication dated, April 19, 2013 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

Approving Collective Bargaining Agreement

**WHEREAS**, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

**WHEREAS**, a Collective Bargaining Agreement for the period of December 1, 2008 through November 30, 2012, effective the date of approval by the Cook County Board of Commissioners, has been negotiated between the County of Cook and the Fraternal Order of Police (FOP) representing Stroger Hospital Security Officers; and

**WHEREAS**, general wage increases and salary adjustments have already been approved and are reflected in the Salary Schedules included in the Collective Bargaining Agreement negotiated between the County of Cook and the Fraternal Order of Police (FOP); and

**NOW THEREFORE BE IT RESOLVED**, that the Cook County Board of Commissioners does hereby approve the Collective Bargaining Agreement negotiated between the County of Cook and the Fraternal Order of Police (FOP) representing Stroger Hospital Security Officers.

**RESOLUTION**

**April 19, 2013**

**Sponsored by**

**THE HONORABLE TONI PRECKWINKLE**
**PRESIDENT OF THE COOK COUNTY BOARD OF COMMISSIONERS**

**WHEREAS,** the County is obligated to pay the prevailing rate for these categories of employees pursuant to the state statute and the collective bargaining agreement between the County of Cook and the Union(s); and

**WHEREAS,** the unions representing this category of employees have been properly certified that the below-listed rates are the prevailing rates for the effective date(s) set forth herein; and

**WHEREAS,** the Annual Appropriation Bill creates Accounts 490-115, 499-115 and 899-115 for Appropriation Adjustments for the Corporate, Public Safety and Health Funds if necessary; and

**NOW, THEREFORE, BE IT RESOLVED**, that the prevailing wages and salaries of the following positions be fixed as follows:

| Job Code | Job Classification | Hourly Wage Rate | Effective Date |
|---|---|---|---|
| 2151 | Operating Engineer I | $42.79 | 7/1/12 |
| 2152 | Operating Engineer II | $45.04 | 7/1/12 |
| 2153 | Operating Engineer III | $49.54 | 7/1/12 |
| 2154 | Operating Engineer IV | $55.63 | 7/1/12 |
| 4009 | Operating Engineer Trainee | $13.00 | 7/1/12 |

**BE IT FURTHER RESOLVED**, that the Chief of the Bureau of Human Resources and the Cook County Comptroller are hereby authorized to implement the prevailing rates and salary adjustments pursuant to state statute.